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The Friday Letter

Vol. 10 No. 17

September 1, 1989

Isabelle Kelley--A Look Back

20th Anniversary Speaker

Isabelle Kelley, 1973 Assistant
Deputy Administrator,
Program Operations

September 7 at 9:30 a.m.
Conference Room 400

Topic: The Early Days of the
Food Programs and How
They Have Evolved.

Everyone Is Welcome!

It's been 16 years since Isabelle Kelley retired, and they're still talking about her in FNS. A comment might go, "Well, when Isabelle Kelley was here, we defined a food stamp household this way...." Or, someone might say, "I remember once, Isabelle Kelley said...."

It isn't often that one person can have such a continuing impact on an agency, but in fact, she has become a part of the FNS institutional memory. By now, most of the people in FNS have no personal memory of her, but there are

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How Far Back Do Your Food Stamp Memories Go--50, 25, 20 Years or Fewer?

The 20th Anniversary of FNS coincides with the 50th and 25th anniversaries of two different food stamp programs (FSP). The first FSP began in 1939 and the second was authorized by the Food Stamp Act of 1964. To develop this history within a history, the FSP 25th Anniversary Celebration Committee is soliciting funny, unusual, or moving FSP experiences from all employees.

Chairperson Pat Maggi and Cochair Cindy Dubois are leaving no stone unturned in their search for written and pictorial items as well as oral histories captured on videotape. The project's motto is, "Those who do not know history cannot have the fun of repeating it." Pat would not mind reliving the prayers of blessing she received over the phone as she helped one recipient. Let others share your memories by sending in any relevant items as soon as possible. Pat and Cindy intend to produce a commemorative booklet and videotape for distribution in December. Send your contributions to Pat (Room 718, POC) or Cindy (Room 716), or address your questions to them at FTS 756-3496 or FTS 756-3790, respectively.

-Story by Abigail Nichols
Program Accountability Division



MPRO Aids Welfare Fraud Efforts

MPRO staff members are playing major roles in supporting and operating the Colorado Welfare Fraud Council. The state organization is dedicated to detecting, eliminating, and prosecuting welfare fraud. At the last annual training conference held in Breckenridge, Colorado, MPRO staff conducted several workshops. Two members also assumed key positions in the organization. Food program specialist Rafael Zambrano was named president of the council, and colleague Pamela Brown was chosen to be president-elect during the 1989-90 year.

Regional Administrator David Alspach served on a panel of high-ranking regional welfare officials who discussed funding and policy trends. Regional Food Stamp Program Director Al Nickels and Denver Field Office OIC Irene Wise participated in a fraud detection workshop along with Dallas Hayden, a special agent with the Office of the Inspector General. Council membership reflects the entire spectrum of welfare staff from case workers to investigators to prosecutors and administrators from the ranks of county and state staff as well as the Denver regional office.



Outgoing Colorado Welfare Fraud Council President Bruce Turner introduces panel member David Alspach (center). FNS and Health and Human Services regional directors discussed their agencies' welfare fraud activities and upcoming legislation.



Food Stamp Program Director Al Nickels exchanges views on effective action that investigators can take to prevent fraud in their programs. He and Denver OIC Irene Wise (center) were joined by OIG special agent Dallas Hayden in their workshop on effective investigation techniques.



Former Montana food stamp official Tim Gard kept his audience in stitches by combining humor and anecdotes with how to maintain professionalism and objectivity under stress. Gard joined MPRO staff a few months ago and is a popular guest speaker at welfare gatherings.

-Story and photos by Craig Forman
Public Affairs Staff

(Kelley Continued)

still those who have worked with her and who are happy to remember something she did or said.

We have talked to several of them to glean some insight into who Kelley was and what she did that has lasted so long.

To begin with, Kelley was shaping the food assistance programs even before there was an FNS. In 1961, she and three other members of the Agricultural Marketing Service's Food Distribution Division were appointed to a "food stamp task force." (The Food Distribution Division had developed the original Food Stamp Program and had learned valuable lessons from it. The program operated on a limited basis only before World War II.)

The purpose of the task force was to find a way to fulfill President Kennedy's commitment to bring about better food assistance for the needy. Its specific goal was to design and set up a new food stamp program.

Each of the four members of the task force had special areas of expertise (such as research, management, and coupon issuance and accountability), but as the person most knowledgeable about policy and legislation, Kelley soon became the primary architect of the program.

Arvid Dopson, deputy administrator of the Southeast Region, remembers working with her in 1961 when he helped set up the pilot Food Stamp Program in Floyd County, Kentucky. (It was one of eight food stamp pilots in economically depressed areas.) Dopson said, "Isabelle was the 'focal point' for the pilot programs. Her understanding of policy and of legislative intent made it natural that we in the field should direct our questions to her."

As the pilots became operational and other jurisdictions began to show interest, Dopson said, Kelley gave him

the perspective he needed to explain the new approach to localities and states. And she always answered his calls.

"She had the ability to communicate with the regional offices why things were being done a certain way, and she took the time to explain," he said. She could also address the states' concerns about the new approach to food assistance, and there were numerous and serious concerns in the early days. In fact, Dopson remembers asking her to come to a meeting with a state governor in the early years because the state was reneging on its commitment to join the Food Stamp Program.

When Kelley asked him why she was needed, he said it was a situation that only she could salvage. "In difficult situations, her knowledge and ability were critical," he said.

Intensive review and evaluation accompanied and followed the pilots, and the program met its operational challenges so well that by 1964, it had expanded to serve nearly two-thirds of the nation's counties.

In 1964, legislation drafted by Kelley was introduced in Congress to make the Food Stamp Program permanent. This legislation was ultimately passed and signed into law by President Johnson.

And not only did she participate in writing the legislation, says John McClellan, deputy administrator of the Mid-Atlantic Region, "but she also wrote the subsequent regulations that put flesh on the bare bones of the legislation.

"Her knowledge about the program and her analytical ability made her superior in writing legislation and in developing regulations," he said. "She was a pioneer. There won't be another Isabelle Kelley."

In 1965, she was named the first director of the new Food Stamp Division

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and, as such, was the first woman to direct an action program in USDA.

An insight into her managerial skills can be gotten from Jim Springfield, who was her deputy in the Food Stamp Division for 3 years. (Currently, Springfield is assistant deputy administrator for Commodity Operations of the Agricultural Stabilization and Conservation Service.)

He says she set high standards for her employees and expected them to be met. He's always been grateful for the experience of working with her because of her knowledge of the program and her sensitivity. She allowed him to really be a deputy: that is, to exercise his own judgement and play a significant role in certain program decisions. "She allowed me the latitude to do things on my own, and this has been very helpful to me," he said.

John McClellan remembers her as a dynamic, highly capable manager. "She could be forceful or even critical, but always in a constructive way," he said.

It was indicative of Kelley's ability to visualize and present sound proposals that her 1964 legislative proposals received only minor changes until 1969 when President Nixon called for greater efforts to "put an end to hunger in America." In 1974, the President's initiatives resulted in legislation that required the Food Stamp Program to be available in every county. It was now a national program with national standards.

In 1970, Kelley was named assistant deputy administrator, Program Operations, of the new Food and Nutrition Service. In this position, she worked to implement the Nixon Administration's goal of establishing a national food stamp program and of expanding the school lunch program to all eligible schools.

Thus, in her years at FNS, she was able to help design and then direct what has been called the most successful

antihunger program--food stamps; and a few years later, she helped assure that eligible children would receive free and reduced-price meals through the school lunch program.

Kelley worked an entire career in USDA. She began at the Department in 1940 as an agricultural economist in the Bureau of Home Economics where she worked on a study of consumer purchases.

During World War II, she was associated with the Civilian Food Requirements Branch of the War Food Administration. And by 1946, her efforts were directed toward food distribution programs that served needy families and schoolchildren.

During her tenure at USDA, she received numerous awards, including the Department's Distinguished Service Award. She also received USDA's Superior Service Honor Award for implementation of the Special Milk Program.

Since her retirement in 1973, Kelley has continued to live in Washington, D.C., where she is able to keep up with developments in the Federal Government. And in the first 1-1/2 years of her retirement, she was associated with the Georgetown University Graduate School, which did a special study on Federal food programs.

She describes herself as an active and avid golfer and works with local golfing associations that operate competitive programs. She has also traveled extensively and says one of the reasons she retired is that she wanted to see some of the rest of the world. To date, she's been on an African safari, and visited Russia, Chile, and southeast Asia, including Bali.

When asked about her accomplishments at FNS, she says, "I wouldn't have missed it for the world. And I still feel a special friendship for the people in the initial effort."

-Story by Michael McAteer
Public Information Staff

NERO Initiative Recognizes Rhode Island Retailer

NERO recently awarded its first Food and Nutrition Retailer Award to the ALMAC'S Inc., grocery chain in Rhode Island.

"The purpose of the award is to recognize the valuable role of retail stores in achieving the program's goal of raising nutrition levels among low-income households," said Regional Administrator Harold McLean.

ALMAC'S, the largest grocery chain in Rhode Island, was selected based on its participation record in the Food Stamp Program and for its community service work with the Rhode Island Food Bank (RIFB). ALMAC'S donates its "day old" bread and pastries to RIFB. Local community and senior-citizen centers pick up the products and distribute them to people in need.

The award was presented to ALMAC'S president, Philip Segal, at company headquarters in Providence, Rhode Island, by McLean. "ALMAC'S shines as one of the 'thousand points of light' in its efforts to help the community," said McLean.



NERO presented its first Food and Nutrition Retailer Award to the ALMAC'S Inc., grocery chain based in Rhode Island. The chain consists of 36 stores throughout Rhode Island and Massachusetts. Present at the award ceremony were (left to right) Harold McLean, regional administrator; Philip Segal, president of ALMAC'S; Clarise Ferreira, manager of Hiring and Training of ALMAC'S; and Phyllis Adams, OIC of the Providence Field Office.

-Story by NERO
Public Affairs Staff
Photo by FitzGerald & Company, Inc.

Wichita Starburst Crew Beams With Pride



No, these beaming faces are not the crew of Star Trek's Starship Enterprise. The undaunted bunch are actually the cast of the Wichita Field Office, sporting T-shirts that bear the design submitted for FNS' 20th Anniversary logo contest. Though their starburst design was not favored in the competition, Renee Curbow, Joan Vroman, and Bev Bennett (sitting), and Dick Gudenkauf, Dan Lay, and OIC Dan Chambers still saw fit to preserve their entry for posterity.

-Story by Craig Forman
MPRO Public Affairs Staff

SERO Holds WIC Vendor Management Meeting

SERO state and Federal representatives study the rough draft of an upcoming publication with the working title "The WIC Files - Case Studies of Audits and Investigations in the WIC program." The editors are developing a training tool to help improve vendor management. Pictured (left to right) are Linda Hagan, Tennessee; Baker Callahan, Alabama (back to camera); Fran Thompson, Kentucky; John Harrison, Florida; and Karen Elliott, SERO.

-Story and photo by Steve Watson
SERO Public Affairs Staff



Dallas Students Are Helped by SWRO Employees

"It has been great," said Mary Lou Parkinson, Child Care Food Program specialist, about her experience as a volunteer at North Dallas High School in SWRO's Adopt-A-School project. North Dallas is an inner-city school, with predominantly minority students.

"This past year, I worked with a freshman girl, helping her mostly in English and math," she continued. "Since Reyna was a newcomer from Mexico, most of her problems stemmed from her poor English. Our weekly sessions boosted not only her grades, but her self-esteem. I'd like to help her more."

This is the typical reaction of many of the 25 SWRO employees who have participated in this program since it began in January 1988. While all volunteers tutored or took part in special events such as Career Day, some also told stories and taught arts and crafts to children in the summer recreation program at a Dallas middle school. Other employees made donations to the school's clothing drive.

All of this involvement culminated in June when Juanita Melendez, a graduating senior, received a \$400 scholarship from SWRO employees. Juanita, who was chosen on the basis of her educational potential and financial need, plans to continue her education at Texas Woman's University and eventually to receive a degree in electrical engineering from the University of Texas in Dallas.

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Judy Glaze, SWRO Food Distribution Program, Mary Lou Parkinson SWRO Child Care Food Program, and Priscilla Schmitz, SWRO administrative officer, look over some of the materials used in the region's Adopt-A-School project. Schmitz coordinated the effort.

20th Anniversary Photo Trivia



Why are you guys in the front row smiling?
Everyone receiving a promotion, please stand.

Are you going to give
the certificate to me
or not, Ed?





Wait till I tell my parents whom I met today!



I don't know these guys. Do you?

Food Programs Participation Update

Following are preliminary estimates of participation in the Federal-State food assistance programs for the month of June with comparisons to the previous month and to the same month of last year.

| | <u>June 1988</u> | <u>May 1989</u> | <u>June 1989</u> <u>2/</u> |
|------------------------------------------------------------------|------------------|-----------------|----------------------------|
| <u>Food Stamp Program: 1/</u> | | | |
| People participating (mil.) | 18.6 | 18.8 | 18.8 |
| Value of bonus coupons (\$ mil.) | 915.1 | 968.4 | 970.5 |
| Average bonus per person | \$ 49.21 | \$ 51.42 | \$ 51.58 |
| Total program cost (\$ mil.) | 1,015.7 | 1,065.0 | 1,067.1 |
| <u>National School Lunch Program:</u> | | | |
| Number of schools participating (thous.) | 90.6 | 91.5 | 91.5 |
| Children participating (mil.) | 9.9 | 23.5 | 9.9 |
| Children reached with free or reduced price lunches (mil.) | 5.3 | 11.1 | 5.5 |
| Percentage of lunches served free | 49.0 | 40.2 | 49.2 |
| Percentage of lunches served at reduced price | 6.2 | 6.6 | 6.2 |
| Total program cost (\$ mil.) | 101.5 | 372.5 | 108.6 |
| <u>School Breakfast Program:</u> | | | |
| Number of schools participating (thous.) | 38.8 | 40.0 | 40.0 |
| Children participating (mil.) | 1.7 | 3.8 | 1.7 |
| Percentage of breakfasts served free or at reduced price | 90.5 | 86.1 | 90.6 |
| Total program cost (\$ mil.) | 19.0 | 60.2 | 19.7 |
| <u>Child Care Food Program:</u> | | | |
| Number of meals served in centers (mil.) | 31.6 | 43.5 | 35.3 |
| Number of meals served in homes (mil.) | 31.9 | 37.4 | 36.1 |
| Percentage of all meals served free | 77.2 | 78.6 | 78.1 |
| Total program cost (\$ mil.) | 47.8 | 63.1 | 55.8 |
| <u>Special Supplemental Food Program (WIC):</u> | | | |
| People participating (mil.) | 3.7 | 4.2 | 4.3 |
| Food cost (\$ mil.) | 123.7 | 124.6 | 123.9 |
| Total program cost (\$ mil.) | 153.5 | 162.6 | 156.0 |
| <u>Commodity Supplemental Food Program: 3/</u> | | | |
| People participating (thous.) | 207.6 | 244.1 | 247.6 |
| Total program cost (\$ mil.) | 3.7 | 4.2 | 4.5 |
| <u>Food Distribution to Indians and Needy Families:</u> | | | |
| Number of projects in operation | 107 | 109 | 109 |
| People participating (thous.) | 133.1 | 140.1 | 144.8 |
| Total program cost (\$ mil.) | 4.2 | 4.8 | 4.8 |
| <u>Temporary Emergency Food Assistance Program:</u> | | | |
| Total USDA cost (\$ mil.) | 42.9 | 25.5 | 25.2 |

1/ Puerto Rico has been excluded from all months.

2/ Data collected as of August 23, 1989.

3/ Includes data for all elderly participants.

Friday Letter Vacancy Listing by Vacancy Number

| JOB TITLE | AREA OF CONSID. | SERIES | GRADE | CLOSING DATE | VACANCY NUMBER | OFFICE LOCATION |
|------------------------|--------------------|---------|-------|-----------------|-------------------|--------------------|
| o Nutritionist | (A) | GM-0630 | 11/13 | 09/25/89 | 89-H-152 | HNIS |
| o Food Program Spec. | (FNS-HQ) | GS-0120 | 11/12 | 09/11/89 | 89-154 | SFPD |
| o Food Program Spec. | (A) | GS-0120 | 11/12 | 09/11/89 | 89-154A | SFPD |
| o Accounting Tech. | (FNS-HQ) | GS-0525 | 5 | 09/11/89 | 89-155 | BUD |
| o Systems Accountant | (A) | GS-0510 | 9/11 | 09/19/89 | 89-158 | ACD |
| o Mgmt. Anal. Officer | (FNS-N) | GM-0343 | 14 | 09/19/89 | 89-159 | DAFM |
| o Occ. Health Nurse | (G) | GS-0610 | 9 | 09/19/89 | 89-160 | PED |
| o Food Program Officer | (FNS-N) | GM-0120 | 15 | 09/14/89 | 89-161 | SNP |
| o Secretary Typing | (G) | GS-0318 | 5 | 09/18/89 | 89-H-162 | HNIS |
| o Food Program Spec. | (G) | GS-0120 | 9/11 | 09/26/89 | 89-163 | FSP |
| o Food Program Spec. | (A) | GS-0120 | 9/11 | 09/26/89 | 89-163A | FSP |
| o Systems Accountant | (A) | GS-0510 | 9/11 | 10/04/89 | 89-164 | ACD |
| o Management Analyst | (G) | GS-0343 | 11 | 09/19/89 | 89-165 | IRMD |
| o Management Analyst | (A) | GS-0343 | 7 | 09/19/89 | 89-166 | IRMD |
| o Program Analyst | (A) | GS-0345 | 11/12 | 10/03/89 | 89-167 | OAE |
| o Nutritionist | (A) | GS-0630 | 12 | 09/19/89 | 89-168 | NTSD |
| o Program Analyst | (A) | GS-0345 | 9/11 | 09/26/89 | 89-170 | OAE |

Office Location

ACD - Accounting Division
 BUD - Budget Division
 DAFM - Deputy Admin. for Financial Mgmt.
 FSP - Food Stamp Program
 HNIS - Human Nutrition Information Service
 SFPD - Supplemental Food Programs Division
 IRMD - Information Resources Mngt. Division
 OAE - Office of Analysis and Evaluation
 NTSD - Nutrition Technical Services Division
 SNP - Special Nutrition Programs
 PED - Personnel Division

Area of Consideration

(A) - All Sources
 (FNS-N) - Food and Nutrition Service - Nationwide
 (FNS-HQ) - Food and Nutrition Service - Headquarters
 (G) - Governmentwide

(Students Continued)

SWRO employees look forward to more success stories down the road, since they will be volunteering again this fall.

-Story and photo by Blanche Jackson
 SWRO Public Affairs Staff

Does Your Motor Run Like it Used to?

Let's stretch out those kinks and tone up those muscles with the Body Shop. This low-impact, no-sweat exercise program is sponsored by the Alexandria Hospital Wellness Center. Classes run for 10 weeks and are scheduled for Tuesdays and Thursdays at 11:30 a.m. to noon or noon to 12:30. The cost is \$30, and the first class begins September 12. Please contact Ro Tugg at 756-3060 for the location prior to the class date.